

The influence of employee's work experience on priority of job motivation factors In Teaching Hospitals, Qazvin, Iran

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Abstract— The purpose of this study was to survey The influence of employee's work experience on priority of job motivation factors In Teaching Hospitals of Qazvin. In this Cross-sectional study, 269 cases from 1843 employees of Training Hospitals of Qazvin were evaluated. A random sampling share was used. Standard Questionnaire with ten motivational factors was used to determine the priority of motivational factors. Data analysis was carried out using SPSS software. Motivational factors such as "adequate salary", "suitable working condition" and "Job security" were the first three priorities and "Sense of participation and belonging at work" were the last priority from Employee's point of view. ANOVA results showed Relationship between "adequate salary" ($p=0.046$), "suitable working condition" ($p=0.034$) and "Respect and appreciation for work" with work experience. Hospital authorities should have pay more attention to these factors In order to meet the motivational needs of employees.

Index Terms— Motivational priorities, work experience, Employees, Training Hospital.

1 INTRODUCTION

TODAY, in human resource management (HRM), satisfying the motivational needs of employees for maximum utilization of human resources and work quality is under consideration (Alvani, 2006). Motivation is an important means of persuading employees to produce an effective and efficient result, creating a pleasant work place, and implementing projected plans in a successful manner (Bessel, Dicks, Waysocki, & Kepner, 2002).

Inducing the motivation required for accomplishing tasks and considering motivational factors for employees are two of the most important functions of organizational management. To this end, the factors contributing to the motivation of employees should be first identified and then reinforced (Robbins, 2001). Human resource plays a substantial role in the evolution and enhancement of health and care conditions, while low-level motivation is also an important reason underlying the poor quality of health services (Tahori, 2004).

Taking motivational factors into account by organizations with low-income employee's assigned burdensome and demanding tasks is of importance (Gandalf, 2005). Since hospitals are organizations with special characteristics and complications and employees with different years of service, it is necessary to coordinate employees, create uniform activities, and operate comprehensively to meet their motivational requirements (Francis, Desouza, 2000). In his study, Sullivan indicated that factors such as expression of personal gratitude, pro-

motion, written appreciation, and open admiration are among the most important factors contributing to the motivation of employees (Sullivan, 2007).

In the conclusion of his research, Danston states that internal independence, professional status and position, and payment are the most important motivational factors for employees (Densten, 2002). In another study conducted by Franco on the motivational factors for health services staff it was concluded that a sense of pride and usefulness, integrity of management, and job security are some of the factors motivating employees (Franco, Benet, 2004). As it was mentioned, a hospital is a service organization with special characteristics. Therefore, understanding the motivational needs of hospital staff with different years of service and planning to meet those

needs on the basis of the acquired knowledge is essential and necessary. This study was aimed at studying the relationship between job motivation priorities and the years of service of employees. It is tried to identify motivational priorities of employees with different years of service and thus take an important step to meet their motivational needs based on the acquired knowledge by presenting information and receiving proper feedbacks.

2 MATERIALS AND METHODS

This descriptive-analytic study was conducted in 2011. The population under study included 1843 employees working in teaching hospitals affiliated with Qazvin University of Medical Sciences. 269 participants were selected through random-quota sampling: first, each hospital was considered to be a class and then the sample size was divided by the number of employees working at each hospital. Information was collected using a standard questionnaire covering 10 motivational factors. For prioritizing the motivational factors under study the employees were asked to prioritize them by assigning rank 1 to most important factor and rank 10 to the least important

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